

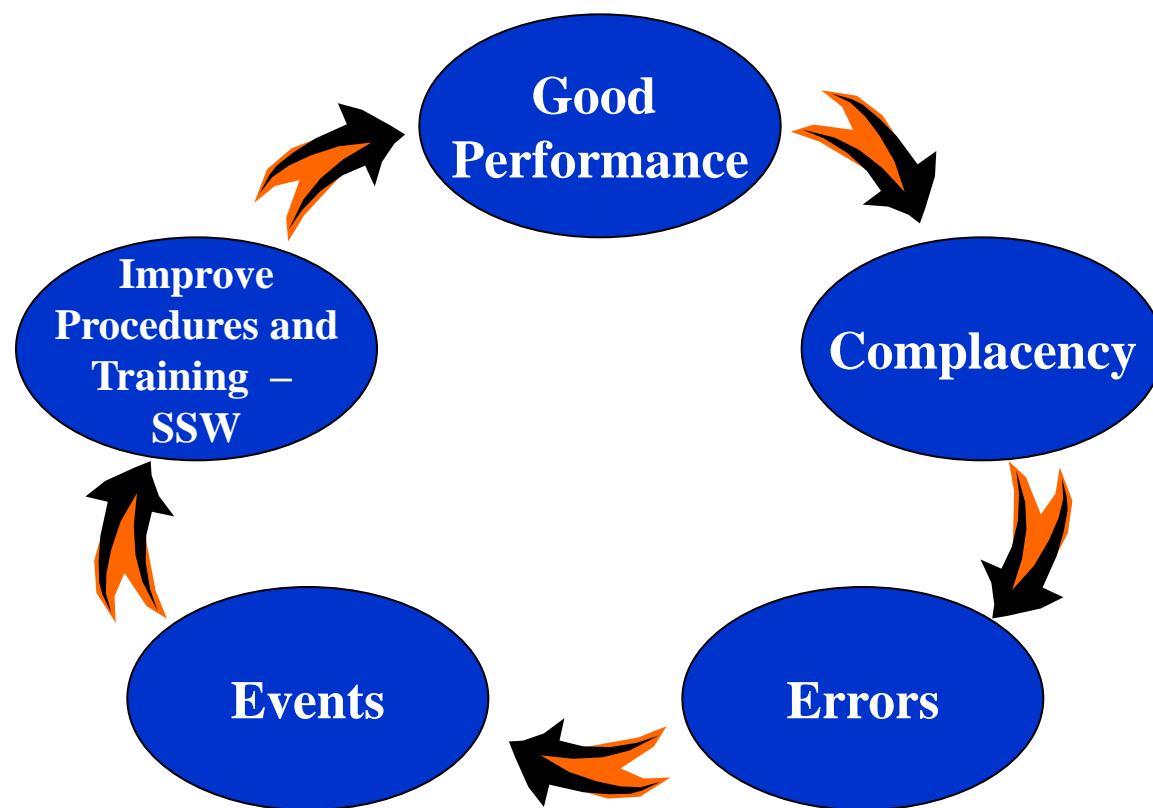
Improving Safety and Disciplined Operations by Improving Leadership

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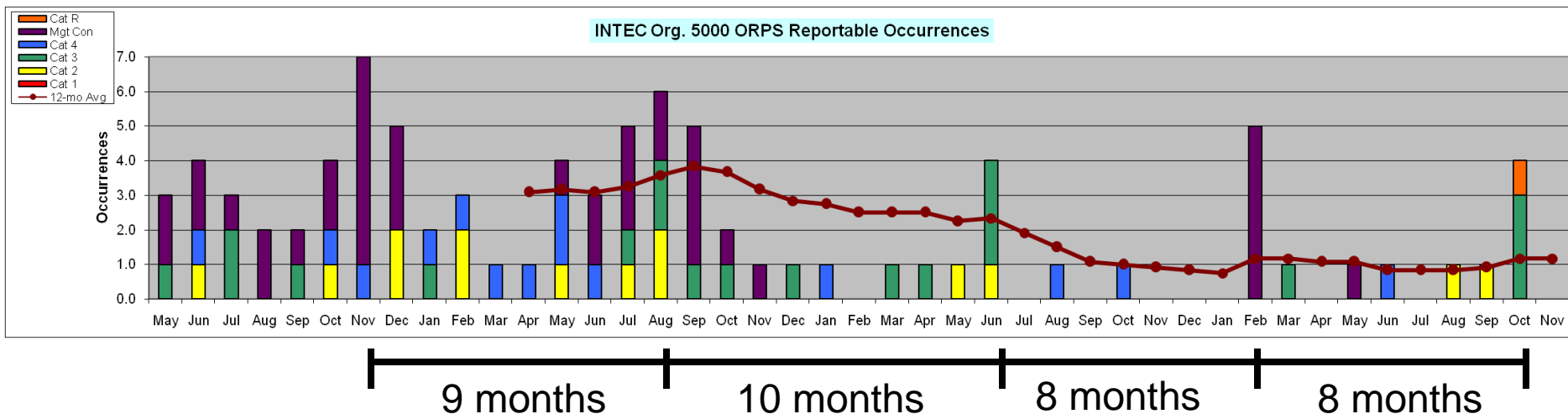


We Have a Problem



For our facility, this was an 8 – 10 month cycle

Long Term ORPS Trend



- Trend shows
 - Performance has improved over time – frequency of reportable events is decreasing
 - Facility experiences a spike in reportable events every 8-10 months
- We are trying to do something to break that trend
 - Mentoring on a 6 month frequency
 - Block training follows on a 6 month frequency

Just because the poster is on the wall...

- ◆ **Expectations**
 - Documented
 - Communicated
 - Used for R+
 - Used for coaching

INTEC Core Values and Expectations

Worker Expectations	Additional Management Expectations	Additional Senior Management Expectations
<ul style="list-style-type: none"> Take safety personally <ul style="list-style-type: none"> Develop a questioning attitude Identify and help resolve health and safety issues Use step backs for safety hazards or procedure issues Report to work fit for duty Help recognize co-workers for safe behavior and exceptional performance Support ISMS, VPP, and COBRA initiatives Conduct work in a disciplined manner <ul style="list-style-type: none"> Comply with all work documents Help fix any procedures in error Communicate specifically and clearly Participate in the preparation of work documents Use the ICARE process to track issues and corrective actions Provide improvement ideas and help eliminate non value added tasks Always act with integrity Treat coworkers with respect <ul style="list-style-type: none"> Never engage in or tolerate harassment, intimidation, retaliation, or discrimination Be open to constructive feedback <ul style="list-style-type: none"> Participate in the annual performance review process Learn from successes and errors Participate in critiques openly and honestly to discuss events and capture lessons learned Work as a team to achieve results <ul style="list-style-type: none"> Don't waste time or money Take pride and ownership in your work Have a positive attitude 	<ul style="list-style-type: none"> Support workers in meeting expectations Treat employees as the most important resource <ul style="list-style-type: none"> Actively listen Keep workers informed – they deserve to know "why" Recognize the benefits of diversity – seek out differing perspectives Help employees to be their best Treat employees fairly Empower the workers Set, demonstrate, and enforce high standards for safety and conduct of work Take responsibility for your actions and the actions of those who work for you Be engaged in work activities to ensure safe, disciplined work execution Know the rules and ensure they are followed Challenge the status quo and reward workers for suggesting and implementing improvements Take ownership and champion improvements Provide prompt notification of issues to senior management Resolve issues quickly or engage the next level of management Encourage use of step-backs Be an active champion and positive influence for ISMS, VPP, and COBRA Ensure that schedule pressure does not adversely impact safety Hold yourself, management, and workers accountable <ul style="list-style-type: none"> Give clear and honest performance feedback – positive and negative Recognize and reward exceptional individual and team performance Ensure staffing levels are appropriate for every task and that workers are qualified 	<ul style="list-style-type: none"> Establish and communicate an achievable vision, goals, and expectations Establish a learning culture where we hold each other accountable Set the example in words and actions Be visible in the field <ul style="list-style-type: none"> Dedicate time for face to face contact with the workers Observe work and give feedback Ensure that concerns are addressed in a timely manner Provide necessary resources to safely meet project objectives Actively reinforce that safety and compliance are prerequisites for performing work <ul style="list-style-type: none"> Participate in resolution of safety issues Champion ISMS, VPP, and EST and other safety initiatives Positively reinforce personnel for stepbacks Ensure support for employees who report safety concerns Invest in peoples futures through training, tuition reimbursement and identifying other corporate career opportunities Be open and honest with employees at all times Do what we say we will do Establish clear roles and responsibilities Establish an effective rewards and recognition system

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Doesn't mean that supervisors understand them or will enforce them consistently!

- ◆ **First and second line managers did not understand their leadership role in enforcing expectations**
 - In some cases we failed to see that they didn't understand the expectations
 - Workers were not consistently held accountable
 - This inconsistency lead to confusion within the workforce
- ◆ **We were inadequate in implementation of one of the Senior Management Expectations**
 - Establish and communicate an achievable vision, goals, and expectations

Our solution

◆ Mentor program

- Explain in certain terms how each 1st and 2nd line manager were not meeting expectations
 - Use specific examples
 - Give them examples of behaviors you would see if they were meeting expectations
- Have managers commit to those expectations and develop others
 - Managers develop and commit to behaviors that will show they are meeting the expectations
- Select senior managers and put them on shift for a period of time to mentor
 - Focus on coaching managers to meet expectations and increase consistency
 - Recognize problems
 - Take appropriate actions
- Critical evaluation
 - Establish improvement goals and provide feedback
- Periodically mentor again
 - frequency based on the facility historical cycle
 - Rebuild trust, confidence, and build credible relationships between crews and all levels of management

Expectations

- Set, demonstrate, and enforce high standards for safety and conduct of work
- Be engaged in work activities to ensure safe, disciplined work execution
- Know the rules and ensure they are followed
- Take ownership and champion improvements
- Resolve issues quickly or engage the next level of management
- Encourage use of step-backs
- Hold yourself, management, and workers accountable

Worker Expectations

- Take safety personally
 - Develop a questioning attitude
 - Identify and help resolve health and safety issues
 - Use step backs for safety hazards or procedure issues
 - Report to work fit for duty
 - Help recognize co-workers for safe behavior and exceptional performance
 - Support ISMS, VPP, and COBRA initiatives
- Conduct work in a disciplined manner
 - Comply with all work documents
 - Help fix any procedures in error
 - Communicate specifically and clearly
- Participate in the preparation of work documents
- Use the ICARE process to track issues and corrective actions
- Provide improvement ideas and help eliminate non value added tasks
- Always act with integrity
- Treat coworkers with respect
 - Never engage in or tolerate harassment, intimidation, retaliation, or discrimination
- Be open to constructive feedback
 - Participate in the annual performance review process
 - Learn from successes and errors
 - Participate in critiques openly and honestly to discuss events and capture lessons learned
- Work as a team to achieve results
- Give your best every day
 - Don't waste time or money
 - Take pride and ownership in your work
 - Have a positive attitude

Additional Management Expectations

- Support workers in meeting expectations
- Treat employees as the most important resource
 - Actively listen
 - Keep workers informed – they deserve to know “why”
 - Recognize the benefits of diversity – seek out differing perspectives
 - Help employees to be their best
 - Treat employees fairly
 - Empower the workers
- Set, demonstrate, and enforce high standards for safety and conduct of work
- Take responsibility for your actions and the actions of those who work for you
- Be engaged in work activities to ensure safe, disciplined work execution
- Know the rules and ensure they are followed
- Challenge the status quo and reward workers for suggesting and implementing improvements
- Take ownership and champion improvements
- Provide prompt notification of issues to senior management
- Resolve issues quickly or engage the next level of management
- Encourage use of step-backs
- Be an active champion and positive influence for ISMS, VPP, and COBRA
- Ensure that schedule pressure does not adversely impact safety
- Hold yourself, management, and workers accountable
 - Give clear and honest performance feedback – positive and negative
 - Recognize and reward exceptional individual and team performance
- Ensure staffing levels are appropriate for every task and that workers are qualified

Additional Senior Management Expectations

- Establish and communicate an achievable vision, goals, and expectations
- Establish a learning culture where we hold each other accountable
- Set the example in words and actions
- Be visible in the field
 - Dedicate time for face to face contact with the workers
 - Observe work and give feedback
- Ensure that concerns are addressed in a timely manner
- Provide necessary resources to safely meet project objectives
- Actively reinforce that safety and compliance are prerequisites for performing work
 - Participate in resolution of safety issues
 - Champion ISMS, VPP, and EST and other safety initiatives
 - Positively reinforce personnel for stepbacks
 - Ensure support for employees who report safety concerns
- Invest in peoples futures through training, tuition reimbursement and identifying other corporate career opportunities
- Be open and honest with employees at all times
- Do what we say we will do
- Establish clear roles and responsibilities
- Establish an effective rewards and recognition system



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Expectations

- ◆ **Set, demonstrate, and enforce high standards for safety and conduct of work**

Focus Areas

- Communication
- Verification techniques
- Command and control
- Place keeping
- Procedure compliance

Good Practices

- Routinely check in progress procedures for place keeping
- Kick people out of the at-the-controls area
- Check people by communicating wrong to see if they are listening

Commitment

- ◆ Discussion and developments of additional expectations by the shift managers/supervisors
- ◆ Commitment to these behaviors
- ◆ Each shift manager and shift supervisor have discussions with their crews
- ◆ Senior management has discussions with the crews

INTEC Fuel Shift Team Action Plan to Achieve Disciplined Operations 22 October, 2008

1. Set, demonstrate and enforce high standards for safety and conduct of work.

Actions:

- Establish and enforce 3-way communications
- Establish consistent practices for the procedure reader
- Enforce good communication practices
- Conduct quarterly Operations management meetings to review these commitments (1st meeting no later than January 2009)
- Practice short Step Backs before selected verifications to ensure the verifiers know how to perform the verification
- Effectively use Control Areas
- Set up and enforce At-the-Controls areas
- Establish consistent placekeeping practices
- Supervisors will carry field copies of procedures in use so they can periodically check the workers
- Establish check points in the procedure where the workers have to come to the supervisor and review progress.

2. Know the rules and ensure they are followed. Be engaged in work activities to ensure safe, disciplined work execution.

Actions:

- Shift Managers will perform periodic field visits focused on procedure compliance and ConOps expectations
- Work safely, steadily and utilize the entire shift
- Evaluate what's on the schedule against what the crew can safely accomplish.

3. Take ownership and champion improvements.

Actions:

- Continue working the post-job comment system—follow up on the crews' comments
- Use the DFC/DRF system and process changes
- Establish and foster a positive team atmosphere
- Encourage the use of fix-its
- Tell the workers "why"—find out if you don't know the answer.

4. Encourage use of Step Backs. Resolve issues quickly or engage the next level of management.

Actions:

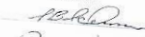
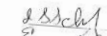

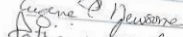
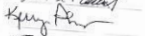
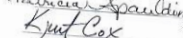
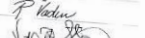
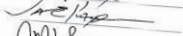





- Reinforce use of Step Back every time
- Reward people who catch errors before they become events
- Report back on concerns in a timely manner
- After a Stop Work is resolved, find out why the operator used the Stop Work.

5. Hold yourself, management, and workers accountable.

Actions:

- Document crew member behaviors (positive and negative)
- Give responsibility; demand accountability
- Communicate expectations and consequences—follow through
- Involve the crew in developing expectations.

Signatures:

	Shift Manager A Crew		Shift Supervisor D Crew
	Shift Supervisor A Crew		Relief Shift Manager
	Shift Manager B Crew		Day Shift Supervisor
	Shift Supervisor B Crew		Day Shift Supervisor
	Shift Manager C Crew		Operations Manager
	Shift Supervisor C Crew		Shift Operations Manager
	Shift Manager D Crew		

Coach

- ◆ Mentors selected based on past experience and ability to coach
- ◆ Mentors focus on the shift supervisor and shift manager crew interactions
- ◆ Mentors give feedback directly to supervisors
- ◆ Mentors meet to compare observations and give feedback to operations management



Making it last

- ◆ **Know your plants performance cycle**
- ◆ **Proactive stand downs at the right frequency (for us every 6 months)**
 - 2 weeks of mentoring prior to stand down
 - Block training
 - Con ops refresher based needs identified by mentors
 - HPI refresher based on needs identified by mentors
 - Lessons learned reinforcing above concepts
 - Technical training
 - Consistency between crews

Surprising Results

- ◆ **Our ranking and rating of personnel was wrong for years**
 - Although our expectations were written, communicated, and reinforced, we did not rank and rate based on those expectations
- ◆ **The last shall be first**
 - The things that historically made our best supervisors successful had been reinforced so strongly that they were difficult to change quickly
 - The “poor” supervisors were much stronger than expected and improved much more quickly than the historically “good” supervisors

Rebuilding

- ◆ **This process initially resulted in some confusion**
 - Do they mean it?
 - Will it last?
 - What do you mean this isn't right?
- ◆ **It then led to a loss of confidence**
 - Some supervisors hesitated to make decisions
 - Pushed some decisions to higher level than necessary
- ◆ **The solution is consistent reinforcement of standards and expectations**
- ◆ **Healthy performance is seen not only in safety and production metrics but also in a positive relationship between workers and their leadership**

Good Practices for Great Supervisors

- ◆ Placekeeping - using numbers to identify steps that are repeated
- ◆ Placekeeping - waiting for the confirmation that the step is complete before making it off
- ◆ Real time red lining of procedure steps in the field to support post job write-up
- ◆ Use of reverse briefs
- ◆ Delegating pre-job preps to other operators / participants
- ◆ Using shift expectations to point out exceptional / deficient performance
- ◆ Procedure Reader and Supervisor plan ahead for how to handle reader-worker traps in the procedure, e.g. concurrent steps, long/complicated steps, indented steps, notes that apply to multiple steps, "per supervisor" steps, etc.
- ◆ Providing additional copies of procedure steps and forms for use by operators inside the CA to reference during procedure execution to assist with complicated steps, or steps that are to be completed, "...per form xxx."

Good Practices for Great Supervisors cont'd

- ◆ Procedure Reader calling a step back to read ahead in the procedure
- ◆ Procedure Reader, reading ahead to anticipate how best to communicate upcoming steps
- ◆ Shift Manager and Shift Supervisor use of 3-way communication when discussing equipment status or providing operating directions, lets everyone know you believe in this stuff!
- ◆ Preparing for how to use canned questions in the pre-job brief to drive ISMS thought process
- ◆ Procedure Reader address the correct individual/group that is to perform the step, and ensures he/she has their attention before proceeding
- ◆ Proficient use of the phonetic alphabet
- ◆ Supervisor uses turnover meeting to establish expectations for Safety and ConOps performance over the course of the shift
- ◆ *Others from the initial set of slides*